Pearson BTEC Set Assignment Brief

Single Part Assessment

Unit 6 – Principles of Management

For use with:

Pearson BTEC International Level 3 qualifications in Enterprise and Entrepreneurship

Foundation Diploma / Diploma / Extended Diploma

Supervised hours	10 hours

For completion by the centre

Qualification (select as appropriate)	Foundation Diploma/Diploma Extended Diploma
Assessment date	

Instructions to Teachers/Tutors and/or Invigilators

The Pearson Set Assignment will be assessed internally by the centre using the unit Assessment Criteria detailed in the qualification specification. The assignment will be sampled by the Standards Verifier as part of the standards verification annual centre visit.

Conditions of supervision

The Pearson Set Assignment should be undertaken in conditions that assure the authenticity of outcome. This may require supervision.

We advise that the Pearson Set Assignment be completed in sessions that come to a total of 10 hours.

The Pearson Set Assignment should not be shared with learners prior to the start of the assessment period. Teachers/tutors are responsible for security of the Pearson Set Assignment and materials.

Outcomes for Submission

Learners must complete this set assignment on a computer using word processing and presentation software. Learners must save their work regularly and ensure that all materials can be identified as their work.

Learners must submit their own, independent work as detailed in the set assignment. Each learner must complete an authentication sheet.

Instructions to Learners

Read the Set Assignment Information and Set Assignment carefully.

You will be asked to carry out specific written activities under supervised conditions using the information provided. You will be given more than one timetabled period to complete these activities including time to prepare summary notes to support you during the assessment. Your tutor will advise you of the scheduled sessions for this work.

Your notes should:

- be individually and independently prepared by you
- contain a maximum of 4 sides of A4, either handwritten or typed
- use short, bullet-point style information, and cannot contain long narrative pieces of text.

At all times you must work independently and must not share your work with other learners. You must complete an authentication sheet and submit this along with your work.

Set Assignment Information

Scenario

Bingham's Bakehouse is a family-owned regional bakery chain based in the north of a country which contains a number of places of interest and areas of outstanding beauty. It is a popular tourist destination during the warmer months.

The business operates in towns, and it has a varied customer base. In the tourist seasons the area's population can increase by 25-30%. The business is owned by a brother and sister, Samir and Jasmin Bingham, who have been managing the business since the death of their father in 2014. Their father set up the business in 1993. Samir, Jasmin, and their mother are the only shareholders in Bingham's Bakehouse Ltd. Samir and Jasmin own a 40% shareholding, with their mother holding the remaining the 20% of shares.

Bingham's Bakehouse Ltd consists of a central bakery that produces bread, pastries, and savoury items. The central bakery supplies both part-baked and fully baked products to its ten food outlets. Each food outlet has onsite baking facilities to fully bake the part-baked items. Bingham's Bakehouse Ltd food outlets offer both an eat-in and takeout service.

Between 1998 and 2020 Bingham's Bakehouse Ltd experienced growth in sales together with increasing gross and profit for the year. More recently, competition from national chains and an increasing number of independent food outlets, with differing offers including changing menus and organic sustainable products, has impacted on revenue and profit margins. Sales of both the eat-in and the takeout products have reduced.

There is also additional competition from major retailers and the large supermarkets who offer takeout meal deals. Bingham's Bakehouse Ltd food outlets are in the centre of towns which are visited by large numbers of both domestic and international tourists. The tourist trade is year-round with peaks during the summer months and holiday seasons. Bingham's Bakehouse Ltd food outlets mainly cater for tourists, with opening hours from 10.00 until 16.00.

Jasmin is Managing Director of Bingham's Bakehouse Ltd. She is responsible for the finances of the business together with the operations of the central bakery. Samir is the Sales Director, responsible for purchasing, human resources and strategic management of the food outlets. Their mother does not work in the business. Neither Samir nor Jasmin has any management experience nor business or management qualifications.

Before joining Bingham's Bakehouse Ltd, Jasmin had just graduated with a degree in tourism and Samir had taught sport for three years. Samir and Jasmin make business decisions relating to their own areas of responsibility but rarely discuss how their decisions may affect other aspects of the business. Samir and Jasmin have not developed a business strategy or a vision for the business and there are no medium or long-term plans in place. Current business decisions tend to be reactions to competitor activity and to other market situations. Business performance in the last year has been poor with a fall in total revenue, gross profit and for the year.

The data in Table 1 is an extract of financial information for Bingham's Bakehouse for the years 2018-2022.

Table1: Extract of financial information for Bingham's Bakehouse, 2018 - 2022.

	2018	2019	2020	2021	2022
Total revenue ($)	4 400 000	5 600 000	6 900 000	7 500 000	6 800 000
Gross profit ($)	1 742 400	2 329 600	2 704 800	2 857 500	2 427 600
Gross profit margin (%)	39.6	41.6	39.2	38.1	35.7
Profit for year ($)	272 800	414 400	407 100	382 500	326 400
Net profit margin (%)	6.2	7.4	5.9	5.1	4.8

During the time that Samir and Jasmin have owned the business, the food outlet side of the business has had a high turnover of food outlet managers and assistant managers.
Some of the comments made by the managers and assistant managers about Samir and Jasmin include the following:

- I do not think my thoughts and ideas are valued or listened to.
- They have no plans for the future.
- They have no understanding of how to run a food outlet.
- They think that full time staff will be more loyal.
- We have no control over our outlet rotas.
- Jasmin has no input and Samir just gives orders.

Staff have stated the following:

- We have all been here longer than our managers.
- The managers do not understand what our customers want.
- We have to train the managers in how the outlets are run.

Both Samir and Jasmin have strong personalities. Samir is proud of his autocratic management style and believes that workers require clear instruction and without clear instruction they will not complete their duties. Jasmin has a more relaxed style and believes that the outlet managers should make all the decisions as they are the experts. This is very different to the paternalistic style their father used. Their lack of business and management experience clearly shows in their lack of business vision and values, strategic planning, and staff involvement.

It also shows in the way that they override decisions made by the food outlet managers. Table 2 shows staffing and staff turnover data for the food outlets at Bingham's Bakehouse from 2018–2022.

Table 2: Bingham's Bakehouse food outlets staffing and staff turnover data, 2018 - 2022

Number of staff	**2018**	**2019**	**2020**	**2021**	**2022**
Food outlet managers and assistant managers	20	20	20	20	20
Food outlet serving staff (full-time)	20	20	26	38	44
Food outlet serving staff (part-time)	36	36	36	22	10
Staff turnover %					
Food outlet managers	10%	10%	10%	40%	60%
Overall serving staff	17.14%	17.14%	18.06%	16.66%	18.14%

Samir, Jasmin and their mother have held a shareholders' meeting and have identified the need to make changes in the business. They have approached a management consultancy firm to investigate and make recommendations to help the business overcome these problems.

Samir, Jasmin and their mother understand that implementing the recommendations from the consultancy will cause a period of change within the business. They know that this change will need to be managed if Bingham's Bakehouse is to become successful again.

As a researcher with the management consultancy firm, you are assisting one of the senior partners who is working on the consultancy for Bingham's Bakehouse Ltd.

Set Assignment

You are working as a researcher for a management consultancy firm. Your line manager will soon be meeting with the owners of Bingham's Bakehouse. At this morning's team meeting you were asked to prepare the papers your manager needs to take to the meeting.
Your manager asked you to familiarise yourself with the given industry sectors (food manufacturing and retail) and scenario information in advance of producing these documents.

You must complete ALL activities.

ACTIVITY 1- Research

Conduct relevant research into the given scenario information- food manufacturing and retail, use of management and leadership models and change management within business organisations.

ACTIVITY 2 – Report

You are to prepare a report for your manager to give to the owners in the given scenario and in bullet point 2.

Your report must:

- show your understanding of the management and leadership issues at the given business
- show your understanding of the functions of management and leadership, and the skills needed for the different roles in the given scenario
- show your understanding of the management and leadership issues facing Bingham's Bakehouse Ltd and how this influences business performance
- make recommendations on the actions that the management and leadership team of Bingham's Bakehouse should take to improve the business performance.

In your report make sure that you:

- use examples from the scenario information and in bullet point 2 to illustrate concepts, or from your own research or experience, not just repeat theory
- cover concepts/theories of management and leadership.

This activity covers learning aims A and B.
A.P1, A.P2, B.P3, B.P4, A.M1, B.M2, A.D1, B.D2

Set Assignment Format
The report should be word processed and in size 12-point font.

ACTIVITY 3 – Presentation slides and speaker notes
With reference to the information and data in the scenario, you are to prepare a presentation, to be given to the owners, director and managers of Bingham's Bakehouse Ltd. The presentation must be accompanied by detailed speaker's notes/script. The presentation should: • show your understanding of the need to manage the forthcoming changes at Bingham's Bakehouse Ltd to ensure business success • show your understanding of the wider environment and the internal and external factors and the needs and motivations of the stakeholders who will influence change at Bingham's Bakehouse • recommend the actions to be taken by the owners, directors and managers to manage the necessary change. In your presentation make sure that you: • apply a change management model or theory relevant to the scenario to illustrate concepts, or from your own research or experience, not just repeat theory.
This activity covers learning aim C: C.P5, C.P6, C.M3, C.M4, C.D3.
Set Assignment Format This assignment should be prepared using presentation software and contain slides and speaker notes.